



**North Carolina Department of Revenue
DOR Strategic Plan**

January 2009 – December 2012

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Department Overview

The NC Department of Revenue (NCDOR) has 1500.25 permanent FTEs, and a budget of \$119 million. The Department's mission is to administer the tax laws and collect the taxes due the State in an impartial, uniform and efficient manner. After extensive meetings with employees, the Administration, legislators and the business community, our new strategy has five pillars to achieve the mission:

- I. Maximize tax compliance and State tax revenue,
- II. Achieve operational excellence
- III. Improve constituent services
- IV. Ensure public trust
- V. Reshape the DOR culture to better support innovation, continuous learning and performance improvement.

This strategy is buttressed by 3 tenets. NCDOR should be:

- Easy to do business with,
- Compassionate when called for, and
- Firm but fair

This document is the NC Department of Revenue strategic plan. Our strategy aligns to the strategic priorities outlined by Governor Perdue by ensuring we fulfill our mission so as to provide revenue to enact these State priorities:

1. Preserve and create jobs, jobs and more jobs.
2. Position North Carolina for economic recovery.
3. Assist small and rural businesses to stay in business and grow.
4. Ensure all students graduate Career and College ready.
5. Recruit and retain quality teachers and principals.
6. Turn around low-performing schools.
7. Restore public trust in government.
8. Enforce zero tolerance of fraud and corruption.
9. Do more with less.
10. Keep North Carolina safe.

OSBM's required goals and measures are included in the plan under objective II.D.

Assessment of Environmental Factors

In August 2010, we held a retreat with our assistant directors and up to update our understanding of trends, issues and opportunities that may affect our strategy and budget. Here are highlights from that session.

Tax Law

- The General Assembly may expand sales taxes on services
- Congress may grant us the power to require tax payments from remote sellers.
- Modernization of North Carolina's tax structure
- Partner with NC Department of Commerce to improve business recruitment

Taxpayer Segments

- Return preparers should be licensed by the State and their ability to electronically file and/or prepare returns should be controlled.
- The aging population is increasing and there is a surge in the "sandwich generation." We should consider population demographics and tailor the services that we provide to better fit their needs. We should also include usability tests when we develop products and services for the public to ensure that services are simple to use.
- Educate taxpayers about proper classification of employees versus contractors

Enforcement

- Mandating online filing and payments
- Enhance taxpayer education to promote self-reliance and ease of compliance with State tax laws

Economy

- It appears the recession will be much more prolonged, which will result in reduced tax revenues.
- Economy has undergone fundamental shift, which includes a higher base level of unemployment. The NC economy is no longer based on mfg and agriculture. We are a service economy, and the internet has blurred traditional taxing jurisdictions.

Technology

- Opportunity to use of social networking technology to advertise and promote online capabilities and other assistance for taxpayers
- Opportunity to use texting, online chats and other new communications channels for taxpayer assistance.
- Opportunity to use of new technology called VDI that allows staff to operate remotely on applications that fail when processed on a regular laptop PC.

- Increasing reliance on technology-based activities presents opportunities to address taxpayers' needs electronically with more time and cost-efficient services.
- Need for better/more online self-services to enable taxpayer self-service, such as Check 21. This allows users to save an incomplete return/payment submission and return to it.
- Continued move toward paperless environment
- Newly enacted legislation will give us much better data and allow us to more fully automate certain aspects of the collection process.

Culture

- The current economy and social environment have resulted in a general lack of confidence in government plans, operations and strategies. Increased public attention and scrutiny is expected until citizens feel all governmental entities -- federal, state and local -- as well as the economy are more stable.
- The agency will have to be prepared for more public information requests by traditional media, new media (blogs) and as a part of court filings. Normal business communications are more transparent to the public than ever before and can have significant impact on the reputation and confidence citizens have in the Department.
- Citizens' movement to alter traditional tax and governmental structure

Financial

- The Department will likely continue to operate under tight budget restraints which may become more severe.

Employees

- Improve the way we search for talent
- With changing dynamics of the economy and potential tax structure we will need to recruit employees with different skills sets in the future.
- Increased training and educational opportunities to better enable employees to meet the changing needs of the taxpaying public.

Where Are We Now?

In order to promote alignment throughout the agency, numerous meetings were conducted internally and externally to improve understanding of and gain commitment to the new strategy. The Department's leadership team has aligned performance evaluations with elements of the Department's strategic organization plan. The ultimate objective is to extend the alignment of performance and strategic objectives through every level of the department.

I. Maximize Tax Compliance and State Tax Revenue

We initiated a corporate resolution initiative with more than 350 corporations to resolve their tax issues, filing status and interpretation of NC's tax codes. The agency was able to resolve 236 corporate tax cases for a net total of \$424 million. The Special Corporate Compliance division continues to work with companies that had similar issues but elected not to participate in the Resolution Initiative that ended December 2009.

The Department launched the Internet Transaction Resolution Program in April 2010 to resolve tax liability issues with e-commerce retailers.

II. Operational Excellence

Since 2004 the agency has been developing, planning and implementing a long-term vision for modernization. Beginning with Vision 2010, followed by an e-business strategic plan, the agency has carefully defined and planned for the replacement of its 17-year-old tax system and implementation of other components to improve taxpayer services and operational efficiency.

Today this modernization program is called "Accelerating the Future" and the major component underway is the Taxation Information Management System or TIMS. In 2008, NCDOR had contracted with an external vendor to assist with the TIMS design and implementation, the foundational component of the overall modernization program. The \$106 million contract for the Accelerating the Future program was scheduled to take 6 years. Within the first 6 months of 2009, we were able to cut the implementation time to 3 years and the budget to \$86 million for the vendor and \$10M for internal costs.

However, only \$45 million had been appropriated and, given the economic downturn, the agency was unlikely to get the remaining portion appropriated. We were able to develop a benefits-funded approach that would fund the remaining \$41 million. Subsequent to the initial \$45 million appropriation, the vendor is paid from the incremental benefits that accrue from the new system up to \$41million. This approach was approved by the Legislature and enacted in the Governor's budget. Had this approach not been developed, the project would have been killed.

The agency is also undergoing other fundamental changes. We are moving toward becoming a process-based, metrics-focused organization. Ten core processes have been defined and are being implemented in concert with our technology implementation plan to take full advantage of the new technology and simplify our work processes. Interim Process Owners have been named for each core process to ensure oversight and accountability across functions. As part of this effort, significant work is underway on organizational design and workforce planning.

III. Improve Constituent Services

While we are redefining our Service strategy and delivery model, we are upgrading the skills of all customer service staff. E-learning training modules are under development to increase the proficiency of all service employees and training is in progress.

IV. Ensure Public Trust

The agency continues to participate in outreach programs with individual and business entities such as the NC Bar Association, NC Chamber of Commerce, NC Bankers Association, NC League of Municipalities, the NC Association of CPAs and others. DOR looks for opportunities to partner with other private and public sector organizations to maximize our education and outreach efforts.

V. Reshape the NCDOR culture

The agency developed and recently deployed a leadership framework to guide self-assessment, 360-degree feedback and focus for leadership development programs. The agency has also implemented agency-wide mandatory management and staff - development education and training. All of this is in support of the modernization program. Standard communication processes and practices have been established to ensure that all constituencies are appropriately informed. We implemented a learning management system to be able to manage and deploy technical training to all employees.

Annual Performance Goals for Fiscal Year 2010-11

The annual performance goals for Fiscal Year 2010-11 (or “program performance plans” as required by OSBM) are the priorities chosen by the Leadership Team to be addressed this year.

Other objectives within the Strategic Plan are still part of the plan. The work associated with these objectives needs to continue at an operational level, but our strategic priorities in order of importance for this fiscal year are the following:

Objective I.A: Address non-compliance effectively

Objective V.A: Define and implement the plan for reshaping the DOR culture

Objective I.B: Increase voluntary compliance

Objective II.A: Improve the capability of our people, processes, technology and organization to sustain the TIMS/Accelerating the Future program and achieve our vision

Objective II.B: Plan, fund, and implement the “Accelerating the Future Program”

Objective III.A: Redefine our service delivery model

These priorities are highlighted below with asterisks below (*). Detailed plans and measures have been defined for these objectives. We are in the early stages of building the capability to collect and report on the chosen measures. A summary of the key results (or sub-objectives), strategies and timeframes are included in this document.

Strategic Pillar I: Maximize tax compliance and State tax revenue

Objective I.A: Address non-compliance effectively*

Measure	Baseline	Target
Net Collections from Non-compliance Revenue		
\$ Assessments / \$ Collections		

Key Results	Strategies	Timing
i. Reinforce focus on revenue generation programs	i.1. Reinforce revenue generation and fairness mission with employees	Ongoing
	i.2. Utilize technology and process improvements to increase % of resources in revenue generating positions	1Q2011
	i.3 Expand electronic capture of data and ability to use it	Now through 2013
	i.4 Ensure that DOR employees & key government officials are compliance with tax laws	1Q2010
ii. Taxpayers receive consistent, fair tax treatment	ii.1. Build cohesion with Exam and Tax Admin.	FY 2009-10
iii. Improve audit programs and tools to enhance ROI and net revenue from compliance initiatives	iii.1. Identify audit options and alternatives	2010-11
	iii.2. Identify best practice for Data Warehouse (including staffing)	2010-11
	iii.4. Improve use of metrics and hold employees accountable	2009-2010

Objective I.B: Increase voluntary compliance*

Measure	Baseline	Target
% Voluntary Compliance (Gross \$ Collected for Agency – Forced Collections)/Gross \$ Collected for Agency		
Total Revenue, \$		

Key Results	Strategies	Timing
i. Develop consistent methodology for taxpayer outreach and education when existing tax laws are changed or new tax laws are established to proactively and timely head off calls, visits and errors.	Being developed by process owner	
ii. Provide the right answers consistently	ii.1. Tax Education for customer-facing employees v.1. Ensure info on website is relevant to taxpayers	In progress Oct/Nov 2010
iii. Improve DOR website to make it easier and more informative for taxpayers to use	Delayed due to TIMS compression.	

Objective I.C: Inform, educate and partner with the legislature and key stakeholders elsewhere to shape an effective tax system

Measure	Baseline	Target

Key Results	Strategies	Timing
i. Identify opportunities to clarify existing and propose new tax laws	i.1. Issue Law change memos annually and notices routinely i.2. Stakeholder group buy-in for legislative changes i.3. Use public Info Division to coordinate efforts for stakeholder input and dialogue about needs	Ongoing through 2012

Key Results	Strategies	Timing
	i.3. Develop plan for appropriate involvement with other states & national associations	
ii. Create support for legislation to close tax loopholes	ii.1. Working Group Reform Group ii.2. Continue relationship building with external partners around legislative issues.	Ongoing through 2012
iii. Ensure appropriate funding for core functions	iii.1. Monitor Appropriations process iii.2. Work with appropriation chairs to ensure expansion items are in the budget.	Ongoing thru 2012 Ongoing thru 2012
iv. Ensure consistency between technical bulletins and rules	iv.1. Establish standard internal rule-making process for key issues iv.2. Identify which opportunities to use as test cases for the process.	3Q2010

Strategic Pillar II: Achieve Operational Excellence

Objective II.A: Improve the capability of our people, processes, technology and organization to achieve our vision and sustain the TIMS/Accelerating the Future program*

Measure	Baseline	Target
Process Maturity for HR and core business Processes		Level 3
% PEPs Aligned to LT Scorecard		100%
Maturity of IT processes		Level 3 maturity within three years
Maturity in portfolio management		Level 3 maturity by June 2010

Key Results	Strategies	Timeframe
i. Become process-based and measurement focused	i.1. Improve agency-wide objective alignment	2Q2010
	i.2. Establish operational excellence measures that can be traced to business performance goals	4Q10
	i.3. Monitor business performance progress through the PEP cycle	Monthly
ii. Become a model for continuous improvement by achieving Level 3 maturity of key processes	ii.1. Establish effective resource allocation processes (Completed)	12/2009
	ii.2. Establish project governance and oversight	12/2009
	ii.3. Identify maturity assessment model to use for each area of focus & establish baseline assessment	Complete
	ii.4. Identify and adopt continuous improvement model/methodology based on gap	TBD

Key Results	Strategies	Timeframe
iii. Ensure business continuity by identifying and addressing and/or mitigating single point of failure areas	iii.1. Ensure appropriate controls are designed into systems and processes	1Q10
	iii.2 Establish ongoing plans for identifying and mitigating SPOFs (hardware, software, and people resources)	1Q10
iv. Have the right people in the right jobs doing the right things at the right time.	iv.1. Adopt job design practices that more effectively match employees to jobs that motivate them while achieving organizational objectives	Fiscal Year 2010
	iv.2. Provide employees with the training, authority and information they need to do their jobs and sustain the DOR transformation.	12/2011
	iv.4. Manage our DOR talent pipeline for short- and long-term effectiveness	
v. Establish and operate an integrated business and IT planning and budgeting process	v.1. implement and monitor benefits funding approach	Completed
	v.2. Prepare the supplemental and biennium budgets	FY 2010-11
	v.3. Track and report TIMS budget savings	Ongoing
	v.5. Establish prioritization process	Completed

Strategic Pillar II: Achieve Operational Excellence, continued

Objective II.B: Plan, fund, and implement the “TIMS/Accelerating the Future Program” **

Measure	Baseline	Target
% key enterprise project deliverables and milestones completed on time		95%
TIMS Releases delivered within the approved budget.		100%
Achieve “on benefit”		
% managers/supervisors trained		80% year 1 and 100% year 2

Key Results	Strategies & Initiatives	Timeframe
i. Implement all TIMS components.	<p>i.1. Plan and manage TIMS deployment in Releases, with each Release delivering specific business capabilities.</p> <p>i.2. Monitor P3 benefits and calibrate scope of each Release based on funding availability.</p> <p>i.3. Deliver all capabilities within the agreed schedule and within this administration’s tenure.</p> <p>i.4. Assure the quality of key and final deliverables.</p> <p>i.5. Plan and contain project costs.</p>	Oct 2008 – Dec 2012
ii. Implement remaining components of Accelerating the Future by December 2012	<p>ii.1. Increase accessibility, speed and accuracy by providing web-based services (deferred)</p> <p>ii.2. Enable taxpayers to complete routine transactions across multiple tax schedules with one interaction: one-and-done service (deferred)</p> <p>ii.3. Implement redesigned core processes that automate, simplify and lower costs of delivering our core</p>	December 2012

Key Results	Strategies & Initiatives	Timeframe
	<p>services</p> <p>ii.4. Implement enterprise reporting to foster a culture of continuous improvement and customer focus</p>	
iii. Upgrade IT operations and infrastructure	<p>iii.1. Alignment between DOR IT and State ITS</p> <p>iii.2. Set and monitor DOR IT stability/metrics</p> <p>iii.3. Establish contract management discipline</p> <p>iii.4. Establish ongoing strategic planning for hardware, software and systems upgrades.</p>	<p>4Q09</p> <p>Report monthly 4Q09</p> <p>12/09</p> <p>4Q09</p>
iv. Optimize productivity during implementation through a comprehensive business transformation program	<p>iv.1. Business Process Redesign</p> <p>iv.2. Training and development</p> <p>iv.3 Workforce planning and organization design</p> <p>iv.4. Organization change management</p> <p>iv.5. Communications</p>	<p>4Q10</p> <p>Plan in place by 12/09 Executed by 12/11</p> <p>Same</p> <p>Report monthly</p>
v. Continue to plan for and get funding needed for the program	<p>v.1. Get appropriate legislation passed</p> <p>v.2. Establish governance process</p>	<p>Completed</p> <p>Completed</p>

Strategic Pillar II: Achieve Operational Excellence, continued

Objective II.C: Improve straight-through processing for all schedules

Measure	Baseline	Target
Straight-through processing of correct returns		95% by January 2012

Key Results	Strategies	Timeframe
i. Determine baseline for current straight-through processing	i.1. Determine current measure for each entry point stream.	Complete for processing year 2008
ii. Identify improvement opportunities	ii.1. Analyze current process to identify and classify types of errors ii.2. Identify root causes of major types of errors, manual interventions, bottlenecks ii.3. Identify top opportunities for improvement	On-going On-going Determined by DOR prioritization process
iii. Increase e-filing of personal taxes	iii.1. Market e-file and upgrade to Federal Modernized e-filing platform (MeF 1040)	2012 (MeF production deadline Aug 2011)
iv. Automate process between DOR and OSC for distributions to local governments		
v. Implement Channel Management program	v.1. Improve front end mail handling and scanning environment	2012
vi. Increase use of e-file for business taxes	vi.1. Determine best methods for e-file for the different business taxes and mandates	By 2012 reach target based on baseline
vii. Improve distribution processes in order to monitor, identify and correct errors proactively	iii.1. Introduce Q&A process	2011

Strategic Pillar II: Achieve Operational Excellence, continued

Objective II.D: Meet or exceed state-required objectives and measures for operational excellence

Measures & targets shown below

Key Results	Measure & Target	Strategies	Timing
i. Agency financial reports are accurate and complete by the required due date at the end of every month. (Budget and Financial State Goal #1)	Timeliness of month end reporting Data Source: OSC report on close-out status	Methodology: Each agency is responsible for certifying that the month end reports on transactions from appropriations and/or receipts are accurate and complete by the 10th working day of the following month (unless an alternate due date is defined by OSC). Agencies should track the number of days past the due date on a monthly basis and establish a reasonable target based on past performance.	Monthly
ii. Agency is effectively monitoring expenditures and managing resources to ensure accounts are not overexpended (Budget and Financial State Goal #2)	Percent of accounts overexpended at the end of each quarter Data Source: North Carolina Accounting System, Monthly budget report (C-D-GL-BD701-CERT-REPORT)	Methodology: Over-expenditures should be calculated at the end of each quarter as the difference between actual expenditures and the authorized budget (BD 307 plus all approved budget revisions) at the certified level of detail for each fund. The measure should apply to all general fund operating codes.	
iii. Agencies are targeting retention efforts to reduce voluntary turnover. (Human Resources State Goal #1)	Voluntary turnover rate Data Source: BEACON Business Intelligence (BI) Report (B0043)	Methodology: The agency should use the BEACON BI Employee Turnover from State Government report to obtain data on total number of employee separations and rate of separations by agency; The report includes voluntary vs. involuntary vs. retirements, but agencies should only use voluntary turnover for this measure. The measure should be annualized to reflect the most recent twelve month period. If a position is eliminated, it does not count as a separation and is not reflected in this report.	
iv. Agencies are effectively	Turnover rate of new employees	Methodology: The agency should use the BEACON BI New Employee	

Key Results	Measure & Target	Strategies	Timing
retaining new employees. (Human Resources State Goal #2)	Data Source: BEACON Business Intelligence (BI) Report (B0090)	Turnover Rate Report to obtain data on separations of "new" employees (defined as 0-2 years) and is based on employee's original hire date with the State, so transfers between agencies are not counted. The measure should be annualized to reflect the most recent twelve month period.	
v. All separations are processed within 30 days, avoiding unnecessary costs to the state through incorrect payments. (Human Resources State Goal #3)	Percent of separations processed within 30 days Data Source: BEACON Business Intelligence (BI) Report (B0098)	Methodology: The agency should use the BEACON BI Time to Process Separations Report to calculate the percentage of separations processed more than 30 days retroactively. The report determines the number of days retroactive by taking the difference between the date on which the transaction was entered and the effective date of the transaction.	

Key Results	Measure & Target	Strategies	Timing
vi. All position pay changes are processed within 30 days, avoiding errors in employee pay and reducing unnecessary costs to the state. (Human Resources State Goal #4)	Measure: Percent of position changes processed within 30 days Data Source: BEACON Business Intelligence (BI) Report (B0152)	Methodology: The agency should use the BEACON BI Time to Process Position Changes Report to calculate the percentage of position changes processed more than 30 days retroactively. The report determines the number of days retroactive by taking the difference between the date on which the transaction was entered and the effective date of the transaction.	
vii. Critical applications have adequate back-up and have been tested successfully. (IT State Goal #1)	Percent of critical applications with adequate back-up Percent of critical applications successfully tested Data Source: Agency reported data in the Application Portfolio Management (APM) tool; agency business continuity plans; ITS operational disaster recovery test records	Methodology: The agency should analyze data reported in the APM tool to calculate the percentage of critical applications with back-up and the percent that have been successfully tested.	
viii. IT projects will be completed on time and on budget. (IT State Goal #2)	Variance from original baseline budget Variance from baseline end date Data Source: Office of Information Technology	Methodology: The agency should use data reported in the PPM tool to determine the cost variance for all active projects (use variance between the forecasted budget and the original baseline budget as determined after the planning and design phase); The agency should also use data reported in the PPM tool to determine the variance from the baseline end date for all active project (use variance between the	

Key Results	Measure & Target	Strategies	Timing
	Services (ITS) Project and Portfolio Management (PPM) tool	forecast end date and original baseline end date). The agency should establish target variances for all projects to meet (e.g. no projects exceed baseline budget by more than 10%; all projects on track for completion within 180 days of baseline end date) and report number and percentage of total projects meeting targets.	

Strategic Pillar III: Improve Constituent Services

Objective III.A: Redefine our service delivery model *

Measure	Baseline	Target
Cost of Customer Service, \$. We would like to be able to measure Customer Service ROI as Customer Service Score / Cost of Service		
Service excellence ratings from taxpayers		85%

Key Results	Strategies	Timeframe
i. Establish and communicate our service strategy	i.1. Less “do for people” and more “educate people how to do it for themselves”	TBD
ii. Promote taxpayer self-sufficiency and self-service	ii.1. Get out of the tax preparation business	TBD
	ii.2. Provide options for taxpayers and their representatives to communicate securely with DOR online (Was part of III.B)	2012
iii. Determine most appropriate physical footprint	iii.1. Match service delivery model with locations iii.2. Analyze workloads by locations	By the end of 2009
iv. Collaborate effectively with external channels in the development and delivery of taxpayer education and services	iv.1. Understand what drives constituent contacts iv.2. Identify best inbound and outbound service and information delivery vehicles for taxpayers	Complete

Key Results	Strategies	Timeframe
<p>iii.1. Evaluate TACC operations relative to best practices to determine opportunities for the future</p> <p>v.1. Collect feedback from Taxpayers and data to support this</p>		<p>Post 2012</p> <p>Ongoing</p>
i.1. Establish a DOR owner and cross-functional outreach/service team for DOR	<p>i.1. Identify needs by segment.</p> <p>i.2. Establish measures and targets for effectiveness of education and outreach to support service strategy</p> <p>i.5. Design effective education and outreach solutions that include evaluation to determine return on investment</p>	
vii. Develop means for disseminating taxpayer information and education in the best manner, with a focus on return on investment	ii.1. Deliver solutions	

Strategic Pillar IV: Ensure public trust

Objective IV.A: Implement proactive campaigns to taxpayers, corporations, legislators and stakeholders to increase compliance

Measure	Baseline	Target

Key Results	Strategies & Initiatives	Timeframe
i. Establish proactive external communications strategy and plan	i.1. Place one article per quarter in a publication i.2. Deliver one speech per quarter to a key group	quarterly quarterly
ii. Establish and leverage open and accessible media relations	ii.1. Provide DOR contact information for public access.	monthly
iii. Improve relationships with local governments	iv.1. Enhance image by providing networking opportunities with local government officials.	ongoing
iii. Establish an integrated strategy and process for relationship management with other state and federal agencies (Was IV.C.)	i. Create data partnership team (see PDP)	

Objective IV.B: Safeguard taxpayer personal information

Measure	Baseline	Target
The number of electronic, paper or verbal disclosures		0
The number of security breaches		
# of security vulnerabilities not remedied or mitigated within established timeframes		

Key Results	Strategies	Timeframe
i. Compliance with all disclosure statutes and standards	<p>i.1. Ensure all systems are secure</p> <p>i.2. DOR employees fully understand and acknowledge security and disclosure requirements</p> <p>i.3. Ensure appropriate authorization to Federal and State tax data and physical access.</p> <p>i.4. Provide more guidance and education of the proper classification and handling and retention of confidential data</p> <p>i.5. Ensure 100% compliance on all audits</p> <p>ii.6. Increase electronic surveillance in targeted areas</p>	<p>Ongoing</p> <p>For 2010-11 budget</p>
ii. Implement concept of security risk probability modeling to balance business needs with security risks	<p>ii.1. Select a risk model to satisfy DOR's scope requirements</p> <p>ii.2. Use 4X4 Risk-Level Matrix used by ISD to determine risk of the TIMS system and our General Support Systems.</p> <p>ii.3. Provide training to Security staff to identify relevant probability model</p>	<p>TBD</p> <p>12/09</p>

Strategic Pillar V: Reshape the DOR culture to better support innovation, continuous learning and performance improvement

Objective V.A: Define and implement the plan for reshaping the DOR culture*

Measure	Baseline	Target

Key Results	Strategies	Timeframe
i. Define the culture we need to sustain the DOR transformation	i.1. Define current & future state	Done
ii. Build the plan for shifting the culture	ii.1. Develop short/long range plan ii.2. Obtain buy-in from Leadership Team	1Q10
iii. Implement the culture change plan	iii.1. Reshape the performance management system to enable the shift in culture	Quarterly reviews
	iii.2. Help leadership / management team build the skills and competencies required to lead and achieve in the new culture	Jan thru Dec '10
	iii.3. Make sharing of information and knowledge the norm	4Q11
	iii.4. Foster fact-based decision-making	6/2011

Objective V.B: Establish standard communication processes and practices

Measure	Baseline	Target

Key Results	Strategies	Timeframe
i. Establish proactive internal communications strategy and plan	i.1. Develop process for communicating timely internal information i.2. Create new intranet site to improve internal communications	Jan 1, 10
ii. Continue review of existing cross-divisional processes to identify where formal policies are needed	ii.1. Implement program to provide cross-functional information.	Mar 1, 10

Objective V.C.: Become a preferred employer in the public sector

Measure	Baseline	Target
% of highly engaged		15%

Key Results	Strategies	Timeframe
i. Having a good core of recruitment partners	i.1. Establish proactive strategy for recruitment of scarce/strategic skills	Completed
ii. Appropriate DOR turnover	ii.1. Establish a retention program ii.2. Improve retention rate of auditors ii.3. Adopt talent management practices to enable career growth with DOR	TBD Y/E 2010 Timing tbd dependent on TIMS project plan for role definition & career path info
iii. Appropriate level of rewards	iii.1. Align rewards program to support desired culture so that we are able to reward people for consistent excellence	Target dates TBA

Key Results	Strategies	Timeframe
iv. Implement a standardized training system that will produce a well-trained, flexible and highly motivated DOR workforce	iv.1. Assess training and development needs regularly	Design completed by 6/30/10;
	iv.2. Ensure that employees and managers are able to develop job skills for operating in the new processes and systems	Delivery completed for 150 by 12/31/10
	iv.3. Promote the new culture of accountability and measurement	Jan 2011
	iv.5. Address the loss of knowledge presented by our aging workforce issue	TBD After new Organization Design completed and implemented
	iv.6. Support the development & conduct the delivery of training	Timing is dependent on TIMS project